

E-1 FACTOR RATINGS: SUPERVISORY AND LEADERSHIP PERFORMANCE OBJECTIVES*(Required for supervisory and managerial positions; optional for team leader positions)*

PERFORMANCE STANDARD: For supervisors and managerial positions rate factors 1 - 5 as they apply to the collective performance of the supervisory and leadership performance objectives listed in Part D. For team leader positions, use factors 6 - 7, along with any of factors 1 through 5 that are applicable.

Exceeds Description for the "Meets or Exceeds" range to such a degree as to be truly unusual, and to stand far above her/his peers.	MEETS OR EXCEEDS REQUIREMENTS (A wide range of performance, for which a high level is described below.)	Fails to meet the minimum level of adequacy for this factor, to the extent that performance of these objectives is unsatisfactory	This factor is not applicable to this position.
OUTSTANDING <input type="checkbox"/>	1. ORGANIZATIONAL ACCOMPLISHMENT Consistently accomplishes the essential work of the unit through the efforts of the subordinate staff. Demonstrates accountability for achieving the goals and objectives of the organization, and can be counted on to get the job done. Provides effective leadership necessary to meet the goals and objectives of higher management, while still accomplishing most of the day-to-day functions of the unit. <input type="checkbox"/>	FAILS TO MEET REQUIREMENTS <input type="checkbox"/>	DOES NOT APPLY <input type="checkbox"/>
OUTSTANDING <input type="checkbox"/>	2. PLANNING AND ORGANIZING Can be relied on to plan, set and adjust program goals and objectives in conjunction with the organization's strategic planning process. Communicates mission and organizational goals to subordinates, setting priorities and preparing schedules for completion of work. Anticipates and plans ahead for future assignments. <input type="checkbox"/>	FAILS TO MEET REQUIREMENTS <input type="checkbox"/>	DOES NOT APPLY <input type="checkbox"/>
OUTSTANDING <input type="checkbox"/>	3. STAFF DEVELOPMENT AND MOTIVATION Provides training and developmental opportunities so that both short-term and long-term organizational needs will be met, and necessary expertise is developed to replace losses. For the most part, uses the talents of each subordinate to a full extent, and in addition, encourages self-development to broaden the staff's career prospects. Searches out ways to motivate individuals; usually achieves a high degree of teamwork and morale. Is usually successful in stimulating high quality performance from subordinates. <input type="checkbox"/>	FAILS TO MEET REQUIREMENTS <input type="checkbox"/>	DOES NOT APPLY <input type="checkbox"/>
OUTSTANDING <input type="checkbox"/>	4. COUNSELING AND APPRAISING Communicates with employees throughout the year, and makes an effort to encourage two-way communication by being open to discussion of employees' ideas, issues, and concerns. Ensures that employees are aware of job requirements, priorities, and areas of special emphasis. Counsels employees regularly, not just when required. Provides constructive feedback to employees, and makes sure employees know where they stand with timely performance appraisals. Makes an effort to emphasize strengths and to constructively comment on weaknesses in a way that encourages employees to improve <input type="checkbox"/>	FAILS TO MEET REQUIREMENTS <input type="checkbox"/>	DOES NOT APPLY <input type="checkbox"/>

(CONTINUED)

Exceeds Description for the "Meets or Exceeds" range to such a degree as to be truly unusual, and to stand far above her/his peers.	MEETS OR EXCEEDS REQUIREMENTS (A wide range of performance, for which a high level is described below.)	Fails to meet the minimum level of adequacy for this factor, to the extent that performance of these objectives is unsatisfactory	This factor is not applicable to this position.
OUTSTANDING <input type="checkbox"/>	5. FOSTERING AND ACHIEVING EEO AND DIVERSITY Applies EEO and diversity principles to most aspects of managing her/his subordinate staff, and achieves results which foster and promote diversity where possible. Promotes a positive climate which is accepting of diversity on the staff, and usually takes immediate action if any discriminatory or unfair treatment is observed, reported, or suspected. Provides leadership and emphasis to the execution of EEO and diversity efforts. Participates in EEO and diversity activities and encourages subordinates to do so. <input type="checkbox"/>	FAILS TO MEET REQUIREMENTS <input type="checkbox"/>	DOES NOT APPLY <input type="checkbox"/>

TEAM PERFORMANCE FACTORS (OPTIONAL)

Optional for use for team leader positions either in an organization with a formal team structure or on an ad-hoc team where the leadership role is a significant enough part of the total job to be identified as a performance objective in Part D.

OUTSTANDING <input type="checkbox"/>	6. MOTIVATING AND GUIDING TEAM EFFORTS Provides effective leadership to the team to produce a successful end result that synthesizes the strengths of the group. Motivates team members to participate fully. Coaches, counsels and advises members. Usually recognizes and rewards accomplishments. Provides guidance necessary to keep team members working toward a common goal. <input type="checkbox"/>	FAILS TO MEET REQUIREMENTS <input type="checkbox"/>	DOES NOT APPLY <input type="checkbox"/>
OUTSTANDING <input type="checkbox"/>	7. FACILITATING GROUP INTERACTION AND ACHIEVEMENT Effectively facilitates and protects the group process. Makes an effort to draw out participation from all members and usually makes sure that everyone is heard. Values diversity and manages conflict effectively. Keeps focus on the end result or product, and coordinates team activities necessary to achieve that result. <input type="checkbox"/>	FAILS TO MEET REQUIREMENTS <input type="checkbox"/>	DOES NOT APPLY <input type="checkbox"/>

THE RESULTS OF ALL APPLICABLE FACTOR RATINGS SHOULD BE USED TO DETERMINE THE SUMMARY PERFORMANCE RATING IN PART C ON THE FIRST PAGE OF THIS FORM. (SEE INSTRUCTIONS.)

☐ Although performance meets at least minimum requirements, improvement or additional development is needed in Factor(s) _____ discussed with the employee, and documented in Part F or G.